



ONLINE

ENTERPRISES

EXECUTIVE COURSE ON MARKET SYSTEMS DEVELOPMENT FOR DECENT WORK

13 – 24 MAY 2024

 2 WEEKS, 10 HRS/WEEK

Information Note



International
Labour
Organization



International Training Centre

BACKGROUND

Decent work is a challenge that is both important and complex. A third of the global labour force are not earning enough to lift themselves and their families above the poverty line; three-quarters of workers in Africa and Asia are in vulnerable employment; and annually, an estimated 2.3 million people die from occupational accidents. Although most development and government programmes focus on creating more and better jobs, it is clear that we need to do more thinking about their quality as well.

To make progress in promoting decent work through private sector development, development actors, including the international labour organization, use a systemic approach to catalyse large-scale and long-lasting change. One popular systemic approach is known as market systems development (MSD), which focuses on selected markets to address specific decent work deficits. MSD involves a three-step process:

- **Strategy.** Select sectors and the decent work focus, based on criteria of relevance, feasibility and opportunity.
- **Analysis.** Understand which aspects of the system are not working, moving from visible ‘symptoms’ to the ‘causes’ which can often be found in underlying behaviours, attitudes and enabling conditions.
- **Action.** Facilitate change by building both the incentive and capacity of partners; which involves a trial-and-error process to test new ways of working.

Ultimately, the goal is to support local actors find ways to deliver improved decent work outcomes, both sustainably and at scale. That way, governments, enterprises and workers will be better prepared for the challenges of tomorrow’s world today, which is particularly important given changes already occurring in the future of work. In this sense, MSD is aligned to a growing movement that seeks to use aid resources more strategically and catalytically to “do development differently”

If other agencies have harnessed systemic approaches to make markets work better for the poor, for the ILO the aim is to develop market systems for more and better jobs. The ILO facilitates market systems changes that (i) are likely to create more employment and (ii) are likely to improve the quality of work, recognising that improvements in productivity and working conditions go hand-in-hand.

Applying Market Systems Development to Decent Work requires a specific mind-set and approach not only for project implementers, but also for those in charge of designing, funding and managing development cooperation programmes in regional or headquarter offices. This executive course seeks to provide development actors with the tools to understand the Market Systems Development approach and integrate it into their project portfolios.

KEY FEATURES

LATEST TRENDS

Learn, unlearn, re-learn: reinterpret pedagogical concepts for the 21st Century classroom

PARTICIPATION

Take an active role: experience the training cycle through a competency-based approach

INNOVATION

Do it differently: active learning methods, digital engagement tools, gamified approaches, creative thinking

PROJECT-BASED

Take it to the next level: demonstrate knowledge and skills in applying core trainer's competencies

OBJECTIVES

At the end of the course, participants will be able to:

- Explore the key concepts surrounding value chain and market systems development
- Learn about the main steps of a typical market systems development programme cycle
- Brainstorm around the opportunity of introducing market systems development interventions in their organization's operations
- Acquire the tools to better design and communicate about market systems development projects and programmes
- Understand how to monitor more and better job creation is systemic project.

WHO ATTENDS THIS COURSE

The course is designed for practitioners involved in the design and management of development cooperation programmes and project portfolios in the areas of private-sector development, economic development, livelihoods, inclusive growth, and job creation. It targets staff working at headquarters, as well as in regional and country offices, and in donor agencies, international organizations and NGOs.

COURSE CONTENTS

The course will take place online over two weeks, and is mostly self-guided. It is composed of 6 learning blocks, which feature a combination of pre-recorded videos, reading materials, interactive e-learning modules, and assignments. New learning blocks will be released on Monday, Wednesday, and Friday, but you can complete the content at your own pace. On Mondays and Fridays at 09:00 AM UTC, we will host live webinars to assess progress, discuss any questions on the materials, and carry out group exercises to further develop on some of the contents of the course. Over the duration of the programme, you will have the opportunity to connect with your peers and learn more about the following topics:

WEEK 1

Monday 13 May • Block 1 – Introducing Market Systems Development

In this block, we dive into the key definitions and concepts around Market Systems Development, as well as the ILO's experience in the implementation of the approach. After an initial webinar to get to know each other, the self-guided materials will help us cover the following topics: how to use systemic approaches to reduce decent work deficits, understanding the difference between value chains and supply chains, and how a value chain interacts with the wider market system. The block will be concluded with some real-life examples of market systems in various sectors.

Wednesday 15 May • Block 2 – Understanding Market Systems Development Projects

The second block digs deeper into the key features of Market Systems Development Projects, outlining a typical project cycle, and providing insights and examples from successfully implemented MSD interventions in a range of countries. We will discuss how to include the market systems development approach in project design. The block will provide you with information on how to build theories of change, design high-level results chains, and choose suitable indicators at the different levels (output, outcome, impact).

Friday 17 May • Block 3 – Selecting and Analyzing Market Systems

In this block, we will reflect on what typically happens during an MSD project's inception phase. What are the key challenges and opportunities when it comes to selecting target regions and sectors, and what does it mean to analyze markets using a systemic lens? During the live webinar, we will carry out a group activity to put in practice what you learned on Market Systems Analysis.

WEEK 2

Monday 20 May • Block 4 – Designing and Implementing Interventions

At the start of the second week, we will seek to uncover what happens during an MSD project's implementation phase. We will provide you with theoretical and practical insights on global best practices, focusing on how to design and test inclusive business models, identifying partners and negotiating deals, and managing stakeholders. Moreover, you will hear inputs and ideas on how to clearly communicate the rationale of market systems development to various audiences including final beneficiaries, project partners, government counterparts, and donors. The live session will serve as an occasion to run an intervention design role play in groups.

Wednesday 22 May • Block 5 – Facilitating change and scaling up

This block concentrates on what Market Systems Development projects do to ensure that the innovations that they introduce in the target sectors are sustained over time and can be expanded to reach a larger number of beneficiaries. In this block, you will find examples of successful project interventions, focusing on how they ensured sustainability and scalability.

Thursday 24 May • Block 6 – Learning, Measuring results, and managing evaluations

The final block introduces the core principles and practice of monitoring and results measurement (MRM) in private sector development using the standard from the Donor Committee for Enterprise Development (DCEd). It will provide you with tools on how to estimate and attribute change to your program with a reasonable degree of rigor. Furthermore, it will provide guidance helping projects put in place a practical framework to measure, monitor and report on changes in job quality linked to project activities, and outline the process to help projects navigate how to measure job quality. In the final live webinar, we will review the main contents of the course and draw some general reflections on the Market Systems Development approach and its application to private sector development.

PRACTICAL INFORMATION

The course will be fully held online, and is mostly self-guided. The 6 learning blocks feature a combination of pre-recorded videos, reading materials, interactive e-learning modules, and assignments. We encourage you to complete the coursework over the two weeks of the training, so that you can make the most of the four live sessions. If you are not able to do it, you can still benefit from the contents at your own pace: upon completion of all requirements, you will receive a certificate of participation issued by the ITCILO. You will retain access to all of the training materials for at least 1 year after the end of the course. The participation fee is of 1,080 EUR, contact us at c.actis@itcilo.org if you would like to know about partial scholarship opportunities.

WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course:
No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course:
Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course:
Penalty of 100% of course price.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

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